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Cover Page

PROJECT TITLE: After-Hours Facility Maintenance Procedures

CANDIDATE: Henry S. Sully "Hank"

SSN:

ADDRESS: 1215 Blossom Street
Columbia, SC 29208

AGENCY: University Housing
University of South Carolina

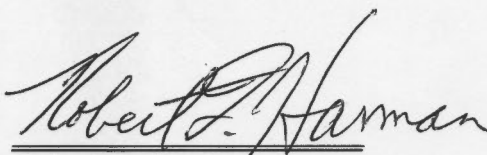
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**SUBMISSION
DATE:** March 23, 2001

**APPROVED FOR
SUBMISSION:**



Robert T. Harman
Director, University Housing Custodial Services
University of South Carolina

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STATE DOCUMENTS

After-hours Facility Maintenance Procedures

Henry S. Sully

University Housing

University of South Carolina

Project Goal and Problem Statement

University Housing at the University of South Carolina has a primary mission that “creates a living and learning community that promotes the academic success and personal development of students” (University Housing Annual Report, 1999, p. 1). This department is responsible for the management of some 35 student residence halls, apartment complexes, and houses, located on the main Columbia campus, with an occupancy potential of approximately 7,000 student residents (Hall Features, 2000). As a self-sustaining organization using no South Carolina state appropriations for funding, University Housing must rely completely on monetary resources acquired primarily through rents, conference fees, and commissions. In 1999, the organization realized a total operating revenue of \$15,840,000 (Southeastern Conference Housing Benchmark Survey, 2000).

During the nine month academic year (from August to May), the buildings are normally continuously occupied seven days a week, 24 hours each day. Additionally, many of the facilities are utilized for conferences during the three months of summer, as well as for May Semester and Summer School. In fact, many of the buildings are continuously occupied to some degree throughout the year. Since the main goal of the department is to provide a high quality living and learning environment for student residents, a large part of the daily operations of the buildings concerns the physical maintenance of the facilities. Obviously, well maintained facilities leads to customer satisfaction, and thus to mission success. The leadership of University Housing has made facility maintenance a top priority. In 1999 alone, the department expended \$1,590,080 on maintenance wages and benefits and \$4,036,900 on routine repair and maintenance expenses, for a total of \$5,626,980. This represents some 40% of the total operating expenses for the

department--the largest single annual expenditure within the organization (SEC Housing Benchmark Survey, 2000).

A major goal within facility management at University Housing is to provide expedient, effective, and comprehensive maintenance coverage to all buildings 24 hours each day, seven days each week, 365 days each year. In regards to the normal workweek, this goal has mostly been realized. Unfortunately, no comprehensive, formal system of procedures and processes for after-hours, weekend, and holiday maintenance coverage has been developed thus far. Associated issues pertaining to after-hours coverage includes emergency response procedures and timely work order completion. In regards to the former, a lack of formal procedures and knowledge has resulted in unnecessary damage to facilities and resident personal items on several occasions. In regards to the latter, it is possible for serious maintenance problems reported by residents, especially on weekends and holidays, to remain uncorrected until the next normal workday or even later. Finally, routine work requests reported after-duty hours may also remain open longer than is acceptable to students residents. The challenge of providing effective, ongoing, and responsive after-hours maintenance coverage has remained a barrier to providing exceptional, quality support and ensuring widespread customer satisfaction.

The project goal is to research, develop, and implement, by Fall Semester 2001, a formal and effective system of after-hours maintenance coverage and procedures that will improve overall responsiveness and enhance customer satisfaction. This system will include on-call procedures and communication methods that will allow for effective and comprehensive coverage 24 hours each day, seven days each week, throughout the calendar year. Also, alternative methods will be examined

for the screening and completion of routine work requests submitted during after-hours periods.

Cause Analysis and Data Collection

Prior to August of 1999, the maintenance work order system was manual in nature. The work reception process was initiated by the customer at the local (campus geographic area) level and corrected locally, referred to organic specialty maintenance shops, or further submitted to campus Facilities Management for completion, as applicable. This entire process was accomplished using manually generated service orders and through verbal communications. In August of 1999, an automated system known as the *Facilities Management Information System* (FAMIS) was fielded within the department to centrally control and manage maintenance work order reception and accomplishment. The purpose for converting to automation and central control was to improve overall maintenance responsiveness and customer satisfaction (Darryl Davis, Director of Business Affairs, personal communications, January 15, 2001). Another program initiated concurrently with FAMIS fielding involved allowing customers to access a 24-hour maintenance hotline known as 777-FIXX. If customers discovered maintenance discrepancies within their living areas, they simply phoned this number instead of submitting a manual work request.

As part of the continuous process of improving facility maintenance within University Housing, the department recently initiated FIXX online. As of January 29, 2001, students could e-mail their maintenance work requests via the University Housing website. According to Ernest Pringle, Director of Information Resources, this greatly improves student access to the process and eliminates the need for manual input of requests (personal communications, February 13, 2001). Improved access probably has increased service order submissions overall.

During after-duty hours, service orders can also be telephonically submitted to the University police. The police dispatcher determines the type and severity of the problem and either holds it for later submission, contacts night maintenance, or contacts key maintenance management personnel, as indicated by the situation. A system is in place to allow for the recall of key personnel in cases involving critical equipment failures and facilities related incidents involving occupant health and safety (appendix 1). At present, no definitive, formal procedures exist with the police department or night maintenance to assist in making these decisions.

Although the department has made great strides in improving student access to the process and the normal completion of routine maintenance service orders, after-hours emergency response and timely completion of after-hours submitted requests has remained deficient. This is due to inadequate procedures utilized by the University police department and a lack of formal procedures internally. Often times, important service calls are deferred or are handled improperly. According to Robert T. Harman, Director of Housing Custodial Services, this has led to miscommunications among key stakeholders and deficiencies related to responsiveness and customer satisfaction. Additionally, the under utilization of night maintenance and weekend work crews has led to a lag in routine service order completion (personal communications, November 2000).

How satisfied are student residents in regards to University Facility Management? One tool the department uses to ascertain student perceptions concerning on-campus housing is known as the *Annual Perception Study*. This survey consists of some 90 questions and is administered each Fall Semester annually. One portion of the survey addresses questions primarily concerning housing facilities management. Of major importance in regards to this study is question 77: *My maintenance work requests are completed in a timely fashion.*

Looking at the 1998 responses to this question and prior to FAMIS implementation, 62.4% answered **YES** and 24.8% answered **NO**. Interestingly, after the initiation of the automated FAMIS system and centralized work reception, in 1999, 57.4% answered **YES** and 28.7% responded **NO**. Question 87 of the study concerns telephonic maintenance submission procedures. When queried *When I called 7-FIXX, I received an appropriate response that met my needs*, 40.4% responded **STRONGLY AGREE** or **AGREE** while 20.6% answered **DISAGREE** or **STRONGLY DISAGREE**, with 39.0% having not used the service (Annual Perception Study, 1999, pp. 10 & 12). Implementation of automated, centrally controlled processes designed to enhance services may have actually resulted in decreased customer satisfaction.

Although survey results improved slightly in 2000, with 65.2% of respondents to question 77 answering **YES** and 22.8% **NO** (Annual Perception Study, 2000 p. 10), they are just barely above the *Departmental Assessment Plan* goal of 65% for timely maintenance work request completion (Departmental Assessment Plan, 1999, p. 1). See appendix 2 for details. Additionally, 48.7 of respondents to question 87 answered **STRONGLY AGREE** and **AGREE** and 17.5% **STRONGLY DISAGREE** and **DISAGREE**, with 33.9% not using the service (Annual Perception Study, 2000, p. 12). Year 2000 perception study results, showing 1999 as well, are at appendix 3. Based upon this information, there appears to be some significant problems related to maintenance work request procedures, resulting in below par perceptions of satisfaction. It is hoped that by improving after-hours processes and responsiveness, customer satisfaction can be improved.

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Implementation Plan

As has been stated previously in this paper, it is believed that facility maintenance shortfalls, as indicated by the *Annual Perception Study*, are related, to some degree, to inadequate after-hours procedures coupled with the failure to address routine after-hours and backlogged maintenance requests. Obviously, the creation of a formal set of procedures to be utilized by the University police department and internal staff members, outside of the normal workday, is one consideration. Another consideration is to utilize organic night and weekend maintenance personnel to effectively reduce response time by actively screening and completing applicable service orders in a more expeditious manner. Please see figure 1 on page 8 of this paper for a diagram of the proposed implementation plan.

After-hours Facility Maintenance Procedures

In regards to after-hours housing maintenance police procedures, a more formal and thorough set of instructions must be developed to accompany the existent program as provided by University Housing to the campus police. This should include all applicable and routinely updated recall rosters as provided presently (see appendix 1), but must go further in delineating responsibilities and providing guidance for after-hours maintenance response. The development of specific instructions is an absolute necessity. Additionally, some method of listing and categorizing possible maintenance deficiencies and emergencies, with an appropriate action, may prove useful. It is felt by all key stakeholder consulted that a more a formal, procedure-based approach, will enhance communications and responsiveness.

As for internal procedures, a very good model already exists. At present, University Housing Residence Life utilizes organic professional staff on-call during

Implementation Plan

Improving After-hours Facilities Maintenance

<u>Action</u>	<u>Facilitator(s)</u>	<u>Completion Date</u>
Review/Update Police Procedures	Hank Sully Tom Battenhouse Campus Police	March 30, 2001
Create Facility Maintenance After-hours Procedures & Duty Book	Hank Sully Bob Harman Tom Battenhouse	May 31, 2001
Develop/Implement Utilization Plan for Night/Weekend Maintenance Personnel	James Montgomery Hank Sully Tom Battenhouse	May 31, 2001
Fully Implement After-hours Facility Maintenance Program	Key Participants	Fall Semester, 2001
Evaluate Initial Effectiveness of Program	Susan Prior Student Residents	November 2001

Figure 1. After-hours Housing Facility Maintenance Improvement Plan.

weekends and holidays. This professional staff member is provided with a briefcase, cell phone, pager, and staff duty binder. Within the binder is contained detailed instructions for dealing with routine and critical incidents outside the normal duty day. The table of contents for the binder is at appendix 4.

According to Andy Fink, Director of Residence Life, the information contained in the binder allows on-call professional staff members to deal with almost any situation that may occur on that particular shift. It is also a ready reference, full of emergency phone numbers, contact persons, processes, and procedures. The police department has much of the same information, so communications between them and the department is optimized (personal communications, October 27, 2001). See appendix 5 for an extract of *Duty Responsibilities* and appendix 6 for *Notification Procedures* from the staff duty binder.

What is proposed here is to create a system whereby professional facilities staff members will be on-call for a given period of time and provided with the tools necessary to deal with emergency situations involving facility maintenance. By creating a system and set of instructions and procedures similar to that utilized by University Housing Residence Life, it is believed that responsiveness and communications will be optimized. This will in turn lead to more appropriate and definitive actions that will limit damage and loss of services. By being more proactive and responsive, it is believed that customer satisfaction will improve significantly.

The final portion of the implementation plan involves a review and modification of night and weekend maintenance procedures. At present, this crew only consists of two personnel. During the normal week, they work from 4:00 PM to 12:00 Midnight. On weekends, one works 8:00 AM to 4:00 PM and the other works from 4:00 PM to 12:00 midnight. After midnight on all days, a maintenance

supervisor is on-call to deal with emergencies. Traditionally, these employees have only been used for emergencies during their shifts. Basically, they sat in a central location and waited for the phone to ring.

On January 24, 2001, management of the night maintenance crew was transferred to the control of James Montgomery, Maintenance Zone Manager for University Housing. Since assuming responsibilities, he has made great strides in improving maintenance responsiveness by having his personnel complete backlogged service orders and conduct preventive maintenance on building systems during their shifts. According to Mr. Montgomery, it would prove beneficial to allow the night maintenance crew to access the 777-FIXX line and FIXX on-line as well. This would increase responsiveness significantly and help eliminate much of the backlog encountered on Monday mornings from weekend submitted service orders. This will surely require an increase in night/weekend maintenance personnel to become truly effective. Part of this project will involve developing and implementing a program that will enhance services and compliment the after-hours facility maintenance procedures as explained previously (James Montgomery, personal communications, February 23, 2001).

Several obstacles may be encountered as related to improving after-hours facility maintenance procedures. First, there may be some issues that surface in regards to placing salaried, FLSA exempt managers on-call for extended periods. Second, some training most certainly will be required with all key players to achieve optimum results. Finally, budgetary constraints may hinder efforts to increase night and weekend maintenance crew staffing. Overcoming these obstacles will involve collaboration and communications with all key participants of the process. The program will also be developed and implemented in stages in an effort to nurture support and modify accordingly.

Evaluation Method

Initial definitive measurement as to efficacy of these changes may prove difficult to achieve. In an interview with Tom Battenhouse, Director of Facilities Management (personal communications, October 18, 2000), it was universally accepted that improvements in regards to emergency requirements and responsiveness were needed. But how to evaluate the success or failure of implemented programs? One recommendation was for professional facility staff personnel to keep a log and fill out a *Critical Incident Report* as applicable. By using the log and report, an evaluation of actions and outcomes can be achieved and a subsequent review of the process used as a method for improvement or modification of the process. Please refer to appendix 7 for a sample of a duty log and appendix 8 for sample critical incident reporting procedures.

Evaluating night/weekend maintenance procedures will prove much easier. After-hours service order submissions can be compared with after-hours service order completion. Additionally, a count can be made and evaluated when the FIXX and FAMIS systems are accessed during the subsequent normal work day. In this way, production and responsiveness can be measured and modifications can be made to improve the process. This could definitely include an increase in staffing levels and management.

Ultimately, the most important evaluation of all is the student resident perception study, conducted in November of each year. By examining the responses to questions 77 and 87 (see appendix 3), it can be determined if the proposed modifications to after-hours maintenance procedures were definitively successful. These results will indicate the success of the maintenance program overall, to include after-hours procedures and will indicate the necessity for major renovations of the process as a whole.

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Appendix 1a.



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MEMORANDUM

DEPARTMENT OF HOUSING
DIVISION OF STUDENT AND ALUMNI SERVICES

TO: Eric Grabski
USC Police Department

FROM: Tom Battenhouse *REH*
Housing Facilities

DATE: September 1, 2000

SUBJ: Attached Housing Emergency Maintenance Schedule -
Temporary Changes effective Sept. 1 through Sept. 6, 2000

This is to confirm the Email which you received yesterday documenting the following changes:

- (1) Russell Armstrong is to be removed from the Housing Emergency Maintenance Schedule. His last day with USC Housing is September 1, 2000.
- (2) I will replace Russell as the staff member to be notified if USC Police is unable to contact the Housing Facilities staff member on duty. In the case of severe situations as detailed on the attached memo, I should be notified immediately.

My pager number is 1/888-975-1333, my home phone is 803/798-5433.

- (3) I will be out of town from August 31st. I will return to work on Wednesday, Sept. 6, 2000. During that time period, Bob Harman, the Custodial Services Director for Housing Facilities, will cover for me.

Bob can be reached at 654-4461 (pager) or 318-1035 (cell phone) if you or your staff is unable to reach the Housing Facilities staff person on call.

Thank you for your assistance in this.

If you have any questions, you can reach my administrative assistant, Lil Dowdey, at 777-4363 or Bob Harman at 777-6320.

Attachment – Housing Emergency Maintenance and Call List Instructions 09/01/00
CC: Bob Harman

Appendix 1b.



DEPARTMENT OF HOUSING
DIVISION OF STUDENT AND ALUMNI SERVICES

MEMORANDUM

TO: Major Eric Grabski, USC Police Department
FROM: Tom Battenhouse, Director, Housing Facilities
DATE: September 1, 2000
SUBJ: Emergency Maintenance and Call List Instructions

1. **Monday through Friday 4:30 p.m. – 12 midnight**
Weekends and Holidays 8 am – 12 midnight
--- Call on duty night maintenance personnel by radio, phone (7-9428), or pager (654 7379)

Every day 12 midnight – 8 am
--- Go to step 2
2. If night maintenance cannot be reached, call the mechanic on duty at the numbers listed below or page him @ 654-4440
3. If after 30 minutes there is still no response, call the Housing Facilities Director Tom Battenhouse at 888-975-1333 or call at home 803-798-5433

For severe situations, (pipe break, large loss of power/utilities, natural disasters, fires) --- These steps should be followed with only a very short wait for a response (2-3 minutes). Tom Battenhouse must also be notified.

<u>Person on Duty</u>	<u>Dates</u>	<u>Home#</u>	<u>Person on Duty</u>	<u>Dates</u>	<u>Home#</u>
Pete Porth	7/28-8/3	532-4165	Pete Porth	9/16-9/22	532-4165
Scott Willis	8/4-8/10	765-1290	Scott Willis	9/23-9/29	765-1290
Dean Ellisor	8/11-8/17	794-4497	Dean Ellisor	9/30-10/6	794-4497
Ben Urbates	8/18-8/24	739-6864	Ben Urbates	10/7-10/13	739-6864
Randy Shirley	8/25-9/1	345-2339	Randy Shirley	10/14-10/20	345-2339
Robert Howell	9/2-9/8	894-5024	Robert Howell	10/21-10/27	894-5024
James Blizzard	9/9-9/15	794-5451	James Blizzard	10/28-11/3	794-5451

Appendix 1c.

HOUSING FACILITIES ON-CALL

Dates: January 26 – July 13, 2001

Step 1. 2nd Shift and Weekends (Holidays)

Monday – Friday 4:30 - 12 Midnight

Weekends and Holidays 8:00 – 12 Midnight

Procedure: Call On-Duty Maintenance Person by Pager (654-7379) or phone 7-9428

After Midnight, go to Step 2.

Step 2. If Night Maintenance cannot be reached, call the mechanic on-duty at the numbers listed below or page him at 654-4440.

Step 3. If, after 30 minutes, there is still no response, call the Housing Facilities Director, Tom Battenhouse, at 1/888-975-1333 or call him at home 803/798-5433.

NOTE: The persons listed below are on call from 8:00 AM Friday morning to 8:00 AM the following Friday.

<u>Person</u> <u>on Duty</u>	<u>Dates</u>	<u>Home #</u>
Robert Howell	01/26 – 02/02	894-5024
James Blizzard	02/02 – 02/09	794-5451
Pete Porth	02/09 – 02/16	532-4165
Scott Willis	02/16 – 02/23	765-1290
Dean Ellisor	02/23 – 03/02	794-4497
Ben Urbates	03/02 – 03/09	739-6864
Robert Howell	03/09 – 03/16	894-5024
James Blizzard	03/16 – 03/23	794-5451
Pete Porth	03/23 – 03/30	532-4165
Scott Willis	03/30 – 04/06	765-1290
Dean Ellisor	04/06 – 04/13	794-4497
Ben Urbates	04/13 – 04/20	739-6864

<u>Person</u> <u>on Duty</u>	<u>Dates</u>	<u>Home #</u>
Robert Howell	04/20 – 04/27	894-5024
James Blizzard	04/27 – 05/04	794-5451
Pete Porth	05/04 – 05/11	532-4165
Scott Willis	05/11 – 05/18	765-1290
Dean Ellisor	05/18 – 05/25	794-4497
Ben Urbates	05/25 – 06/01	739-6864
Robert Howell	06/01 – 06/08	894-5024
James Blizzard	06/08 – 06/15	794-5451
Pete Porth	06/15 – 06/22	532-4165
Scott Willis	06/22 – 06/29	765-1290
Dean Ellisor	06/29 – 07/06	794-4497
Ben Urbates	07/06 – 07/13	739-6864

Appendix 1d.

		<u>CUSTODIAL</u>	<u>EMERGENCY</u>	<u>RESPONSE</u>
		<u>SOUTH ZONE</u>	<u>CENTRAL ZONE</u>	<u>NORTH ZONE</u>
B U I L D I N G S		Bates House	Douglas	Capstone
		Bates West	LaBorde	Columbia Hall
		Roost	Moore	Nada
		Cliff	Snowden	DeSaussure
		<u>Carolina Gardens</u>	Patterson Hall	Harper/Elliott
			South Tower	Pinkney/Lagare
			McClintock	Rutledge
			Wade Hampton	Maxcy
			Sims	Preston
			South Quad	Thornwell
			<u>South Quad East</u>	<u>Woodrow</u>
C O N T A C T P A T H	1	Hank Sully 782-0484 home 654-4470 - pager	George Weise 788-7188 home 214-1961 - pager	Hank Sully 782-0484 home 654-4470 - pager
	2	Beverly Mitchell 799-6070	Sally Gownes 691-1887	Dot Shiver 353-0352
	3	Bob Harman 794-0816 home 654-4461 pager	Bob Harman 794-0816 home 654-4461 pager	Bob Harman 794-0816 home 654-4461 pager

JAMES MONTGOMERY	(888) 598-7105 - pager	(803) 854-3384 - home
JOHNNY BENTON	654-4460 - pager	(803) 892-6925 - home
ROBERT HOWELL	654-4440 - pager	(803) 894-5024 - home

NIGHT MAINTENANCE 654-7379

DEPARTMENTAL ASSESSMENT PLAN

Appendix 2.

Goal 7: Maintain quality housing facilities by providing comprehensive maintenance, renovation, construction, and housekeeping programs dedicated to improving the living environment.						
		Results on a Yearly Basis				
Indicators of Success	1994-95	1995-96	1996-97	1997-98	1998-99	1999-2000
1 The percentage of students responding positively to the following questions on Housing services shall not fall below the respective percentages. Source: Associate Director of Residence Life-Perception Study						
a. Maintenance workers who come into my residence hall are courteous and helpful. #72-80%	#86 82.2	87.4	89.1	83.4	86.1	
Success Indicated	Yes	Yes	Yes	Yes	Yes	
b. My residence hall is kept clean. #75-85%	83.4	84.3	87.6	70.2	72.5	
Success Indicated	No	No	Yes	No	No	
c. The facilities in my residence hall are well maintained. #76-80%	75.6	78.7	83	71.5	73.6	
Success Indicated	No	No	Yes	No	No	
d. My maintenance work requests are completed in a timely manner. #77-65%	50.5 48hrs	65.8	68.8	59.9	62.4	57.4
Success Indicated	No	Yes	Yes	No	No	
e. My residence hall is an attractive place to live. #83-70%	66.9	71.3	75.5	70.9	N/C	
Success Indicated	No	Yes	Yes	Yes		
f. My first impression of my residence hall was positive. #84-75%	67.5	73	74.7	72	74.4	
Success Indicated	No	No	No	No	No	
g. Custodial staff members are helpful and courteous. #85-90%	83.7	83.7	84.4	81.8	84.3	
Success Indicated	Yes	Yes	Yes	No	No	
2 No less than 85% of RAs will respond positively to "Our department maintains efforts to provide quality housing through maintenance, renovations, and housekeeping programs." Source: Associate Director for Residence Life-RA Survey #15	#17 87	80	81	N/C	84.5	
Success Indicated	Yes	No	No		No	
3 No less than 90% of GAs will respond positively to "Our department maintains efforts to provide quality housing through maintenance, renovations, and housekeeping programs." Source: Associate Director for Residence Life-GA Survey #15	#14 87.5	91.3	77	N/C	63.2	
Success Indicated	No	Yes	No		No	
4 No less than 75% of RAs will respond positively to "I have given suggestions concerning improvements in the physical living environment." Source: Associate Director for Residence Life-RA Survey #16	#18 76.1	74.5	81	N/C	82.8	

2000-2001

65.2

Appendix 3a.

	1993	1994	1995	1996	1997	1998	1999	2000	
YES *	82.2	87.4	89.1	83.4	86.1	86.1	87.5	72) Maintenance workers who come into my residence hall are polite helpful.	
NO *	9.7	8.5	6.6	11.9	9.6	8.3	8.3		
N/A *	8.1	4.1	4.3	4.8	4.3	5.6	4.1		
YES *	*	*	*	*	*	79.9	81.3	73) The uniformed security officers at the desk in my residence hall are polite and helpful.	
NO *	*	*	*	*	*	16.5	13.5		
N/A *	*	*	*	*	*	3.7	5.2		
YES 77.9	69.3	73.5	75.6	67.7	74.2	75.5	82.4	74) I have found the residence hall office staff to be polite and helpful.	
NO 12.3	12.6	13.3	11.4	17.4	14.8	10.2	9.4		
N/A 9.8	18.1	13.2	13.0	15.0	11.0	14.3	8.2		
YES 87.4	83.4	84.3	87.6	70.2	72.5	76.1	79.3	75) The facilities in my residence hall are kept clean.	
NO 11.8	14.7	14.2	10.1	26.9	25.4	22.0	18.3		
N/A 0.8	1.9	1.5	2.3	3.0	2.1	2.0	2.5		
YES 79.0	75.6	78.7	83.0	71.5	73.6	76.1	79.2	76) The facilities in my residence hall are well maintained.	
NO 20.1	21.9	20.1	14.9	25.6	24.2	21.6	18.6		
N/A 1.0	2.6	1.2	2.1	2.9	2.3	2.3	2.2		
YES 68.3	50.5	65.8	68.8	59.9	62.4	57.4	65.2	77) My maintenance work requests are completed in a timely fashion.	
NO 18.6	28.0	18.6	18.1	25.9	24.8	28.7	22.8		
N/A 13.2	21.5	15.6	13.1	14.2	12.8	14.0	12.1		
YES 78.9	76.5	78.8	78.1	71.5	74.2	75.3	79.6	78) The bathroom facilities are in good working condition.	
NO 20.3	21.8	19.9	20.1	25.9	23.9	23.2	18.5		
N/A 0.8	1.8	1.3	1.8	2.7	1.9	1.6	1.9		
YES 66.9	54.6	69.0	68.6	61.4	67.5	71.0	72.3	79) The kitchen facilities are in good working condition.	
NO 13.7	17.3	14.5	16.0	18.8	17.0	13.4	13.0		
N/A 19.5	28.1	16.5	15.4	19.8	15.5	15.6	14.7		
YES *	*	74.8	72.0	78.0	71.5	81.2	80.7	80) I enjoy the programming on WRHA- Housing Channel 8.	
NO *	*	16.5	20.8	15.2	20.7	12.3	12.9		
N/A *	*	8.8	7.2	6.8	7.9	6.5	6.4		

Appendix 3b.

Special Questions

87) When I called 7-FIXX, I received an appropriate response that met my needs.

	1993	1994	1995	1996	1997	1998	1999	2000
Strongly Agree	*	*	*	*	*	*	16.4	22.6
Agree	*	*	*	*	*	*	24.0	26.1
Disagree	*	*	*	*	*	*	10.1	8.9
Strongly Disagree	*	*	*	*	*	*	10.5	8.6
Have not used 7-FIXX	*	*	*	*	*	*	39.0	33.9

88) Regarding the noise level in my residence hall, I prefer:

	1993	1994	1995	1996	1997	1998	1999	2000
No Change	*	*	*	*	*	*	*	59.5
Less established quiet time during the week	*	*	*	*	*	*	*	7.6
Less established quiet time on the weekends	*	*	*	*	*	*	*	8.1
More established quiet time during the week	*	*	*	*	*	*	*	23.6
More established quiet time on the weekends	*	*	*	*	*	*	*	1.2

89) Regarding the math and writing tutoring provided at the Academic Center for Excellence (A.C.E.) located in the Towers, Si House classroom,

	1993	1994	1995	1996	1997	1998	1999	2000
I have utilized A.C.E.	*	*	*	*	*	*	*	13.1
I am aware of A.C.E. but have not utilized this service.	*	*	*	*	*	*	*	60.2
I am not aware of this service.	*	*	*	*	*	*	*	26.7

90) After next semester (Spring 2001), how many more semesters do you expect to live on campus?

	1993	1994	1995	1996	1997	1998	1999	2000
0 semesters	*	*	*	*	*	*	*	24.5
1-2 semesters	*	*	*	*	*	*	*	34.0
3-4 semesters	*	*	*	*	*	*	*	23.5
5-6 semesters	*	*	*	*	*	*	*	13.3
More than 6 semesters	*	*	*	*	*	*	*	4.7

Appendix 4.

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Appendix 5a.

Duty Responsibilities & Situation You May Encounter

Requirement: University Housing requires its staff to provide coverage for weekends and holidays. On duty staff are responsible for responding to a wide variety of situations ranging from providing or clarifying information to managing critical incidents of serious nature. While the Housing staff provides this service, staff also responds to the needs of students living off campus. The staff member is to make any decisions or referrals for the University until the University offices open again.

Definition of Duty: Duty extends from the Friday at 5:00 PM until Monday at 8:30 AM, with the exceptions of holiday. Holidays will have a special duty schedule and rotation. On the day of your duty, you should pick up the duty book from the Office of Residence Life located at 1215 Blossom Street. Record any phone calls and action taken in the duty logs and return it by 9:00 am to Residence Life. The duty logs are an official document, please fill it out completely and accurately. While on duty you should be available at all time by telephone.

Your primary role is to make certain the needs of the students, parents, and the community are met; that the University is appropriately represented; and that everyone who needs to know about a problem or situation is informed.

Check in with RHDs: On the first evening of duty, it is recommended that you call the RHDs who are on duty with you. Introduce yourself, make sure they have what they need, and are comfortable calling you.

Types of Situations: Although it is impossible to predict the types of problems you may encounter, past experiences indicate some possibilities.

Medical Situations: Often you will be notified by University Police or the residence hall staff of a student who is seriously ill or injured. It is your responsibility to ascertain the severity of the student's condition; make sure that medical personnel have notified parents, if necessary; and provide any follow up.

Mental Health Situations: Students experiencing a mental health crisis should be evaluated by medical and mental health professionals. This is best accomplished by getting the student to a local hospital. University police and EMS can be helpful in this process. Often situations like this require your presence on campus and at the hospital. The University Psychiatrist or other members of the counseling center staff can provide consultation.

Emergency Maintenance: Emergency maintenance staff can be contacted by University Police. Other Housing staff should be called in as needed.

Blood Clean Up: The Student Health Center's EMT is trained in blood cleanup, as well as University Police (University Police will clean up if blood is outside) and many of the Housing custodial staff. Custodial staff who have volunteered to come in on an emergency situation are listed in the Duty Book.

Student Arrests: You may be notified by University Police of a student's arrest. Residence Hall staff should be notified if the student lives on campus. If the situation is serious (i.e. involves violence or weapons), consult with the Student Judicial Programs staff and other Housing staff about possible immediate disciplinary action. If the situation does not require immediate involvement, notify the Director of Judicial Affairs by voice mail.

Appendix 5b.

Sexual Assault: Always notify the Director for Sexual Assault Programs and Services immediately. If unavailable the Residence Life Staff provides back up. The Victim/Witness Coordinator with Law Enforcement and Safety will be notified if the police are involved. Be sure to review and reference the Sexual Assault Protocol that is in Duty Book.

Death of a Student: If notified of the death of a student, the residence hall staff should be notified. The chaplain on call can be very helpful. Be sure other staff are notified immediately, including but not limited to the Vice President for Student and Alumni Services, the Director for Residence Life, the Director of University Housing, and the Director of Communication with the Office of Public Affairs.

Bias-Based Incidents: You may be notified of an incident that is or may be bias-based in nature. The bias may be related to gender, ethnicity, or sexual orientation. Involve other staff, including the Director of Multicultural Affairs. All bias-based incidents should be reported to University Police.

Weapons and Violence: Safety of students and involvement of University Police is critical. Be sure to notify and involve other staff as needed. Immediate notification of the Vice President for Student and Alumni Services may be warranted.

International Students: It is advised to involve the staff of International Programs for these students. See list of staff resources.

High Profile Students: If a situation involves a high profile student, be sure to contact the Vice President for Student and Alumni Services and advise him of the situation.

Fraternity or Sorority Members: Be sure to inform and/or involve the Greek Life staff.

Students with Disabilities: Be sure to inform and/or involve the Disability Services staff. Refer to the Duty Book information on transportation of students with disabilities for emergency health care.

Catastrophic Events: Involvement of other staff is critical in managing a catastrophic event such as a tornado, hurricane, or serious fire. Involvement of University Police and the University's Risk Manager is important. Voice mail is an effective way to communicate with all residence hall staff through group distribution.

Summary of Expectations: In summary, the expectations that the University and Division of Student and Alumni Services have of you while on duty are that:

- * You are available at all times.
- * You notify and involve other offices or staff as appropriate.
- * You will be familiar with University policies, procedure, services, and resources.

The on duty systems and protocol are coordinated by the Director for Residence Life. Please call him/her for question or clarifications concerning any information about duty.

Director for Residence Life

777-4129 Office
576-5696 Private Line and Voice Mail
(on campus dial "6" and the last four digits)

Associate Director for Residence Life

777-4129 Office
777-6094 Private Line and Voice Mail

Appendix 6a.

**Notification Procedures
Professional Staff**

Involvement of the Media during a Critical Incident

Whether on-duty or not, when a critical incident occurs it is crucial that our campus administration be informed about any serious situations. On occasion, someone from the media may be present seeking information about a situation. Do not make comments to the media. Tell the media that someone from USC Media Relations will respond to their questions. Please contact the individuals listed below **immediately** when any members of the media contact you or your staff during a critical incident.

<u>Name</u>	<u>Office #</u>	<u>Home #</u>	<u>Cell Phone</u>	<u>Pager</u>
Andy Fink	7-4129	786-1144	530-7982	654-9964

If unavailable, please contact:

<u>Name</u>	<u>Office #</u>	<u>Home #</u>	<u>Cell Phone</u>
Gene Luna	7-6911	732-2951	530-9476

In consultation with Andy Fink or Gene Luna, a decision will be made as to who will contact the following:

<u>Name</u>	<u>Office #</u>	<u>Home #</u>	<u>V-Mail</u>	<u>Pager</u>
Jason Snyder	7-5400	786-7783	7-3703	954-2803
Dennis Pruitt	7-4172	776-0464	7-4172	301-6659

If you have any questions regarding these procedures, please contact the Residence Life Office at 777-4129.

Involvement of the Media in General

On occasion, someone from the media may be present seeking information about our campus, programs or services. Do not make comments to the media. Tell the media that someone from USC Media Relations will respond to their questions or requests. If reporters are wanting to interview you for a story, refer them first to Media Relations to seek the necessary approvals for an interview. Contact the individuals listed below:

<u>Name</u>	<u>Office #</u>	<u>Home #</u>	<u>V-Mail</u>	<u>Pager</u>
Jason Snyder	7-5400	786-7783	7-3703	954-2803
Andy Fink	7-4129	786-1144	530-7982	654-9964

If unavailable, please contact:

<u>Name</u>	<u>Office #</u>	<u>Home #</u>	<u>Cell Phone</u>
Gene Luna	7-6911	732-2951	530-9476

Appendix 6b.

**Notification Procedures
Professional Staff**

General Critical Incidents

Whether on-duty or not, when a critical incident occurs it is crucial that our campus administration be informed about any serious situations. Please use your best judgement as to the proper timing of this notification. Some incidents may need immediate notification and personal contact with campus staff instead of using a voicemail message. Please contact the individuals listed below to inform them of the incident.

<u>Name</u>	<u>Office #</u>	<u>Home #</u>	<u>Cell Phone</u>	<u>Pager</u>
Andy Fink	7-4129	786-1144	530-7982	803/654-9964

If unavailable, please contact:

<u>Name</u>	<u>Office #</u>	<u>Home #</u>	<u>Cell Phone</u>
Gene Luna	7-6911	732-2951	530-9476

In consultation with Andy Fink or Gene Luna, a decision will be made as to who will contact the following:

<u>Name</u>	<u>Office #</u>	<u>Home #</u>	<u>V-Mail</u>	<u>Pager</u>
Jason Snyder	7-5400	786-7783	7-3703	954-2803
Dennis Pruitt	7-4172	776-0464	7-4172	301-6659

Appendix 6c.

Notification Procedures

University Housing requires its staff to provide coverage for weekends and holidays. As a professional staff member for University Housing, you may need to respond to a critical incident and it is important to understand the proper procedures to follow while addressing the situation. Your primary role is to make certain the needs of students, parents, and the community are met and that the University is appropriately represented.

Weekend/Holiday Duty Updates

While on duty during the weekend/ holiday, you may be contacted to respond to a critical incident. Some of these situations may include: medical situations; mental health situations, any evacuation of building(s); emergency maintenance (flood, significant loss of utilities, etc.); student arrest; sexual assault; death of a student; bias-based incident; weapons or violence; incidents involving high profile student; or catastrophic events.

It is crucial that our campus administration be informed about any critical incidents. When on duty, please contact the individuals listed below to inform them of the incident. Please use your best judgement as to the proper timing of this notification. Some situation may need immediate notification and personal contact with campus staff instead of using a voicemail message. Other incidents may wait until Monday morning, but please make sure that this notification is completed before 7:00 am on Monday. The following voice mail distribution was created to assist you in notifying individuals immediately after or during a response to critical incidents.

Dir. Res. Life	6-5696	Dennis Pruitt	7-7466
Andy Fink	7-6094	Cynthia Steele	7-6335
Gene Luna	7-6936	Jerry Brewer	7-5782
Gretchen Koehler	7-5786	Jason Synder	7-3703
Bob Holdeman	7-4212	Eric Moschella	7-6337
Scott Lewis	7-3847	Dan Reyes	7-0625
Andrea Caldwell	7-2873	Susan Prior	7-7483
Aisha Stagers	7-4855	Hermania Bulluck	7-4757
Trey Waller	7-4814	Brian Bourke	7-0295
Thomas Buchheit	7-1187	Gay DeBarbieris	7-6317
David Pittman	7-7023		

Please follow these steps when utilizing the voice mail system to distribute your notification:

1. Dial your own voice mail number, then enter in your private code number. Follow the directions on how to send a message.
2. State slowly and clearly your message for this group. Include in the message: your name, position, names of students involved, and a concise description of the incident.
3. When asked for the telephone number/distribution number, please dial 10048.
4. Continue to follow the instructions.

Appendix 6d.

**Notification Procedures
Professional Staff**

Building Evacuations

It is crucial that our campus administration be informed about any evacuation of a building. If any building is evacuated (i.e. false alarms, alarm sounded due to the shower steam, burnt popcorn, and alarm malfunctions) and there are no injuries or damages to the building, please contact the individuals listed below and leave a voice mail message explaining the situation.

<u>Name</u>	<u>V-Mail #</u>
Andy Fink	7-6094
Gene Luna	7-6936

Andy Fink or Gene Luna will notify:

<u>Name</u>	<u>Office #</u>	<u>V-Mail</u>	<u>Pager</u>
Jason Snyder	7-5400	7-3703	954-2803
Dennis Pruitt	7-4172	7-4172	301-6659

Some situations may need personal contact with campus staff instead of using a voicemail message. If any building is evacuated because of actual fire or smoke, and/or there are injuries or damages to a building, please contact the individuals below.

<u>Name</u>	<u>Office #</u>	<u>Home #</u>	<u>Cell Phone</u>	<u>Pager</u>
Andy Fink	7-4129	786-1144	530-7982	654-9964

If unavailable, please contact:

<u>Name</u>	<u>Office #</u>	<u>Home #</u>	<u>Cell Phone</u>
Gene Luna	7-6911	732-2951	530-9476

If there are damages to a building, please contact:

<u>Name</u>	<u>Office #</u>	<u>V-Mail</u>	<u>Pager</u>
Tom Battenhouse	7-4363	7-5729	888/975-1333

In consultation with Andy Fink or Gene Luna, a decision will be made as to who will contact the following:

<u>Name</u>	<u>Office #</u>	<u>Home #</u>	<u>V-Mail</u>	<u>Pager</u>
Jason Snyder	7-5400	786-7783	7-3703	954-2803
Dennis Pruitt	7-4172	776-0464	7-4172	301-6659

Below please provide a summary on any activity you engage in or incident(s) you respond to as the staff member on duty. Be sure to include names, SS#'s, background information, etc. of any students involved, description of the incident, resolution of the incident, other staff members involved, and necessary follow-up.

Appendix 8a.

CRITICAL INCIDENT REPORTING PROCEDURES

A critical incident is defined as any event of a potentially serious nature that is responded to by a professional staff member.

THE PROCEDURE FOR REPORTING CRITICAL INCIDENTS IS SIMPLE:

1. As soon as possible following the event, fill out the critical incident reporting form (the smaller form). This form should describe what actions you took in dealing with the incident and a list of other individuals that you brought in for assistance.
2. Attach any other documentation that you feel is important. If the event happens during the week, "other documentation" will probably include a copy of the Incident Report Form. If the event occurs while you are on weekend on-call duty, "other documentation" will most likely include a photocopy of your log report.
3. When completed, send this information to Molly Brady, Residence Life, 1215 Blossom Street.

Unfortunately, it is not unusual for many incidents to go unreported. Please note that it is important to submit this information in a timely manner so that a monthly report on critical incidents can be prepared for distribution.

**If you have questions about the critical incident reporting process,
Please contact Molly Brady at 7-4129.**

Appendix 8b.

COMMUNICATION GUIDELINES (FOR RHD'S) FOR SERIOUS SITUATIONS INVOLVING STUDENTS

INCIDENT OCCURS
INITIAL INTERVENTION

RHD ASSESSMENT:
Is area secure?
Are people safe?
Who needs to be notified, how & when?

IMMEDIATE NOTIFICATION/INVOLVEMENT
OF PROFESSIONAL STAFF
*Supervisor M-Th
*On Duty Staff F-Sun

V-MAIL TO PROFESSIONAL STAFF
*Supervisor M-Th
*On Duty Staff F-Sun

NEXT WORKING DAY
NOTIFICATION OF SUPERVISOR

Student going to hospital
Bias-based incident
Fire
Sexual assault
Mental health crisis
Suicidal student
Death of student
Presence of drugs
Weapons or violence
Unresolved or critical
emergency maintenance

False fire alarm
Student arrests
Suspected presence of
drugs

Resolved emergency
maintenance
Staffing problems

Other criteria for decisions:
Involvement of internal media
Unresolved concerns about initial
response
Incident involves international,
physically challenged, or high
profile student

Other criteria for decisions:
Parents involved, unresolved risk to
others exists, involvement w/media